

# A Study on Effectiveness of HR Engagement activities at a city based multispecialty Hospital

PAROMITA HALDER  
*The Neotia University*

## HR Functions -

### 1. Recruitment & Talent Acquisition

Handles manpower planning, job postings, interview coordination, candidate selection, and appointment processing.

### 2. Onboarding & Orientation

Responsible for conducting induction programs, policy briefings, department introductions, and initial training.

### 3. Training & Development

Focuses on skill-building programs, CME sessions, compliance training, and leadership development.

### 4. Performance Management

Manages KRA setting, periodic appraisals, performance reviews, and promotion recommendations.

### 5. Compensation & Benefits

Oversees payroll, statutory deductions, insurance

schemes, incentive payouts, and salary structuring.

### 6. Leave & Attendance Management

Monitors leave balances, processes approvals via HRMS, manages shift rosters, and tracks absenteeism.

### 7. Employee Engagement & Welfare

Organizes events, recognition programs, health camps, wellness initiatives, and employee feedback systems.

### 8. Disciplinary & Grievance Handling

Manages employee complaints, disciplinary actions, POSH compliance, and internal investigations.

### 9. Statutory Compliance

Ensures PF, ESI, gratuity filings, labor law adherence, and handles audits and inspections.

### 10. Exit Management

Conducts exit interviews, manages clearance formalities, processes final settlements and documentation.



## I. INTRODUCTION

In today's rapidly evolving healthcare environment, the human resource (HR) function plays a vital role in ensuring that hospitals are not only clinically efficient but also organizationally robust. Among the key responsibilities of HR departments is the implementation of engagement initiatives that foster a motivated, satisfied, and productive workforce. Employee engagement has emerged as a crucial driver of organizational success, influencing staff retention, service quality, and overall workplace culture.

In hospital settings, where stress levels are high and roles are demanding, the importance of consistent and meaningful HR engagement activities becomes even more pronounced. These activities—ranging from communication forums like town halls and huddles, to recognition platforms such as awards and appreciation cards—serve as vital tools for maintaining morale, improving communication, and building a sense of belonging among staff at all levels.

Manipal Hospitals, as a leading healthcare provider, has developed a range of structured HR engagement programs aimed at improving the employee experience and aligning workforce efforts with institutional values. However, the true impact of these initiatives can only be assessed through systematic evaluation and feedback from the employees themselves.

This project, therefore, aims to conduct a structured survey-based assessment of the effectiveness of HR engagement activities within Manipal Hospitals. The focus is to gauge the awareness, participation, perception, and behavioral outcomes of these initiatives from the perspective of employees across departments. The insights derived will not only inform HR strategy but also contribute to enhancing employee well-being and organizational culture in a measurable and sustainable manner.

Employee engagement has become a strategic priority in healthcare institutions worldwide, recognizing that a motivated and emotionally connected workforce significantly enhances organizational outcomes, patient care quality, and workplace harmony. In hospitals—where professionals routinely navigate high-pressure environments, long hours, and emotionally intense situations—maintaining staff morale and loyalty is both a challenge and a necessity. In this context, the role of Human Resources (HR) in

actively engaging employees goes far beyond administrative functions. It involves designing, executing, and continuously evolving initiatives that promote emotional commitment, psychological safety, recognition,

communication, and well-being. Effective engagement practices have been shown to reduce burnout, lower attrition rates, and improve service quality in healthcare environments.

Manipal Hospitals, one of India's leading hospital networks, has institutionalized a number of employee engagement programs as part of its holistic HR strategy. These initiatives include:

- Huddle Meetings and Town Halls for open communication and feedback
- Group and One-on-One Skip-Level Meetings for leadership visibility
- E-Newsletter (Pulse) for regular updates and recognition
- Lamhe: a platform for festive celebrations and employee wellness
- MAC (Manyata Appreciation Cards), Pride Awards, and CEO Congratulatory Notes to recognize and celebrate employee contributions
- Exit and Stay Interviews to gather feedback and understand employee sentiments
- Hostel Satisfaction Surveys to improve residential support for staff

These programs are not just symbolic—they are designed with the intent to influence how employees feel about their workplace, their teams, and their leaders. However, like all organizational efforts, their success must be evaluated through systematic feedback and employee perceptions.

This project, therefore, seeks to explore the effectiveness of HR engagement activities as implemented at Manipal Hospitals. The primary objective is to understand how employees perceive these activities, their participation rates, their emotional and motivational impact, and how these initiatives influence workplace behavior and departmental culture. The study will also identify which engagement methods are most effective, which ones need improvement, and what gaps exist between HR's intent and employees' experiences.

Through a structured survey and data analysis, this research aims to provide actionable insights to the HR department to help refine, realign, and enrich the engagement framework in place. The goal is not just academic—but strategic: to support Manipal Hospitals in creating an environment where every employee feels valued, empowered, and inspired to contribute to patient care and organizational excellence.

## II. OBJECTIVE

The primary aim of this project is to evaluate the effectiveness of HR engagement activities implemented within the hospital setting. The study seeks to understand employee awareness, participation, and perception of these initiatives in order to enhance organizational culture and employee satisfaction. The specific objectives are as follows:

1. To assess the level of awareness among hospital employees regarding various HR engagement activities initiated by the organization.
2. To measure the extent of employee participation in these engagement activities across different departments and designations.
3. To evaluate employee perceptions regarding the effectiveness, relevance, and impact of these engagement initiatives on motivation, job satisfaction, and organizational commitment.
4. To identify existing challenges, gaps, or areas of concern in the planning, execution, or communication of engagement activities.
5. To analyze trends and feedback gathered through employee inputs to determine key strengths and areas for improvement in the current HR engagement strategy.
6. To recommend practical, data-driven solutions that can enhance the design and implementation of future HR engagement interventions for better employee alignment and retention.

## III. METHODOLOGY

This section outlines the research approach adopted to study the effectiveness of HR engagement activities among hospital employees.

### 1. Study Design

The study follows a descriptive cross-sectional survey design, which is appropriate for assessing employee perceptions, awareness, and participation at a single

point in time. This design enables the collection of standardized information from a representative sample to draw meaningful insights about the current state of HR engagement practices.

### 2. Sample Size and Sampling Technique

The sample comprises 15% to 20% of the total hospital workforce, ensuring adequate representation from all functional areas and hierarchical levels.

A stratified random sampling method was employed to divide the population into strata based on departments (e.g., nursing, administration, technical, support services) and levels (e.g., executive, supervisory, managerial). From each stratum, participants were selected randomly to maintain both diversity and proportionality.

### 3. Data Collection Tool

A structured digital questionnaire was used to collect data from employees. The tool was designed to capture both quantitative and qualitative insights. It included:

- Multiple-choice questions to capture participation and awareness.
- Likert-scale questions (1 to 5 scale) to assess perceived effectiveness and satisfaction.
- Open-ended questions to allow employees to freely express suggestions, challenges, or feedback.

The digital format allowed for ease of distribution and confidentiality in responses.

### 4. Data Analysis

The collected responses were compiled and analyzed using Microsoft Excel. Quantitative data were interpreted using:

- Frequency and percentage analysis
- Bar charts and pie diagrams to illustrate trends and patterns
- Comparative analysis across departments or employee categories (where applicable)

Qualitative responses from open-ended questions were thematically analyzed to identify common themes, concerns, and actionable suggestions.

### 5. Ethical Considerations

- Participation was voluntary, and respondents were informed about the purpose of the study.
- Anonymity and confidentiality of all responses

were strictly maintained.

- The findings will be used solely for academic and organizational improvement purposes.

#### IV. LITERATURE REVIEW

- ❖ Efficacies of HR Innovations: A study on innovative HRM approach to achieve organizational success

This paper, 'A Study On Employee Engagement: Role of Employee Engagement In Organizational Effectiveness,' surveys existing literature to establish the critical link between employee engagement and organizational effectiveness. It delves into various facets influencing engagement and its subsequent impact on business outcomes.

##### Core Concepts of Employee Engagement

- Definition and Importance: Employee engagement is characterized as a work-related state of mind involving vigor, dedication, and absorption [1]. It is crucial for organizational success and is linked to various success factors, including an employee's willingness and ability to contribute their best [2]. Research consistently shows a powerful connection between engagement and organizational success [2].
- Key Drivers of Engagement: Several factors influence employee engagement. These include the relationship with immediate superiors, belief in senior leadership, and pride in working for the organization [2]. Organizational characteristics like integrity, communication, and a culture of innovation also strongly influence engagement [1].
- Emotional Commitment: The emotional commitment of an employee to their job and company is a key factor in fostering engagement [1]. This commitment leads to employees being motivated and able to give their best to the organization [1].

##### Impact on Organizational Effectiveness

- Productivity and Performance: Engaged employees are more loyal, work harder, and are willing to go the extra mile for the organization [3]. High involvement in work practices and positive attitudes lead to enhanced performance [3]. The paper highlights that improved productivity and performance are at the heart of engagement, achievable through employee commitment and emotions, rather than a mechanistic approach [1].
- Retention and Loyalty: Employees with the highest

level of commitment are less likely to leave the organization, directly linking engagement to organizational effectiveness [2]. Engaged employees also contribute to customer loyalty and improved organizational effectiveness, as their engagement often translates to better service [3].

- Competitive Advantage: Organizations that utilize high-performance work systems and foster engagement have significantly higher labor productivity, gaining a competitive advantage [3]. Employee health is also a critical factor reflecting in productivity and overall organizational success [3].  
Recent Trends and Challenges
- Talent Management: The current global market sees companies competing fiercely for talent, making the ability to attract, engage, develop, and retain talent a high-priority activity [1]. Organizations must understand employee needs and develop talent at all levels to ensure workforce effectiveness [1].
- Work-Life Balance: Work-life balance has become increasingly important for engagement and retention [1]. There is an increased demand for work-life balance and positive employer-

Employee relationships, necessitating organizations to understand and meet employee needs [1]. The paper cites several studies emphasizing the importance of work-life balance practices and their impact on employee satisfaction, retention, and organizational performance [4] [5] [6] [7] [8] [9] [10] [11] [12] [13] [14] [15] [16].

- Manager-Employee Relationship: The relationship between managers and employees is a primary factor influencing employee commitment and retention [3]. Managers play a crucial role in fostering engagement by building trust, demonstrating honesty, and showing care for employees [3].

In conclusion, the paper underscores that employee engagement is a multifaceted concept, influenced by organizational culture, leadership, and work-life balance, and is a fundamental driver of organizational effectiveness, impacting productivity, retention, and competitive advantage. The literature emphasizes that a holistic approach to employee well-being and commitment is essential for long-term success.

Taken: 28 Dec 2024

- International Journal For Multidisciplin...  
(International Journal for Multidisciplinary Research (IJFMR))  
- Vol. 6, Iss: 6

❖ The effectiveness of human resource management practices on increasing organizational performance and the mediating effect of employee engagement

This paper, titled 'Impact of Employee Engagement on the Performance of Employee and Organization,' explores the multifaceted influence of employee engagement on both individual employee productivity and overall organizational success. It delves into the mechanisms through which engaged employees contribute to enhanced performance and sustainable growth.

Core Focus of the Study

- Influence of Employee Engagement: The study primarily examines how employee engagement affects individual and organizational performance [1]. It highlights that engagement is a critical factor for both [1].
- Impact on Performance Levels: High engagement is linked to increased motivation, commitment, and job satisfaction, which collectively drive employees to perform optimally and align their efforts with organizational objectives [2].
- Organizational Outcomes: Engaged employees contribute to higher performance levels, improved retention rates, and the fostering of a positive workplace culture [1].

Consequences of Low Engagement

- Negative Impacts: Conversely, the paper notes that low engagement can lead to disengagement, decreased productivity, and higher turnover rates [3]. These negative outcomes can significantly impede an organization's growth and profitability [3].

Key Drivers of Employee Engagement

- Identified Factors: The research identifies several crucial drivers that enhance employee engagement [4]. These include:
  - Leadership support [4]
  - Recognition [4]
  - Career development opportunities [4]
  - Work-life balance [4]
  - Strategic Insights and

Recommendations

- Actionable Insights: The study aims to provide actionable insights for improving engagement levels within the workforce [4].
- Fostering a Productive Workforce: By analyzing the effects of engagement on performance, the paper outlines strategies for cultivating a productive, resilient, and motivated workforce [5]. This ultimately supports sustainable organizational growth [5].

In summary, this paper provides a comprehensive analysis of the impact of employee engagement, identifying its key drivers and offering strategic recommendations to foster a high-performing and motivated workforce for sustained organizational success.

Taken: *Central South University, Jadara University*

❖ Impact of Employee Engagement on the Performance of Employee and Organization  
Research Objective

This study aimed to evaluate the influence of human resource management (HRM) practices on organizational performance, specifically investigating the potential mediating role of employee engagement. The research underscores the importance of managing human resources for contemporary business success, recognizing employees as the most valuable asset for maximizing corporate ability and achieving goals [1].

Methodology

- Study Population: The research was conducted within Jordanian tourism projects [2].
- Data Collection: A total of 300 questionnaires were distributed, with 237 valid responses returned [3].
- Data Analysis: The collected data were analyzed using Partial Least Squares (PLS) software [4].

Key Findings

- Direct Impact on Organizational Performance: Both performance appraisal and employee engagement were found to have a significant and positive impact on organizational performance [5].
- Impact on Employee Engagement: Recruitment and selection, training and development, compensation, and performance appraisal all demonstrated a significant and positive impact on employee engagement [6].

- Mediating Effect: Employee engagement significantly mediated the effect of performance appraisal on organizational performance, as well as the impact of recruitment, selection, and compensation on organizational performance [7].

In summary, the paper highlights that effective HRM practices, particularly performance appraisal, are crucial for enhancing organizational performance, with employee engagement playing a vital mediating role. Practices like recruitment, selection, training, development, and compensation also positively influence employee engagement.

Taken: Radhika Dabral 01 Jan 2025

- Social Science Research Network (Social Science Electronic Publishing)

#### ❖ A Study On Employee Engagement: Role of Employee Engagement In Organizational Effectiveness

This study investigates innovative approaches to Human Resource Management (HRM) and their impact on organizational success. The research specifically focuses on how these innovations enhance employee engagement, retention, and productivity within an organizational context.

Research Objectives and Scope

- The primary objective of the study is to explore innovative HRM approaches aimed at improving organizational success [1].
- It examines the effects of these approaches on key organizational metrics such as employee engagement, retention, and productivity [1].
- The research was conducted at Askan Technologies, evaluating specific HR practices implemented there [2].

Methodology

- The study employed various statistical tools to analyze the data [3].
- Statistical methods used include ANOVA, Chi-square, and correlation [3].
- The HR practices evaluated at Askan Technologies encompassed recognition programs, well-being initiatives, and the adoption of new technologies [2].

Key Findings

- Innovative HR strategies were found to significantly influence employee morale, retention, and overall organizational performance [4].

- Specific innovative strategies highlighted include:
- Flexibility in policies [4]
- Training on emerging technologies [4]

• Tailored employee engagement programs [4]

Challenges Identified

- Despite the successes, the study identified several challenges associated with implementing innovative HR practices [5]. These include:

- Skill development gaps [5]
- Limited AI proficiency [5]
- Concerns regarding data privacy [5]

Recommendations

- The paper proposes several recommendations to address the identified challenges and foster sustainable organizational success [6]. These recommendations include:
- Fostering an adaptable workforce through personalized AI tools [6]
- Leadership development [6]

## V. RESULTS & OBSERVATION

The survey responses provided clear insights into employee perceptions of HR engagement activities:

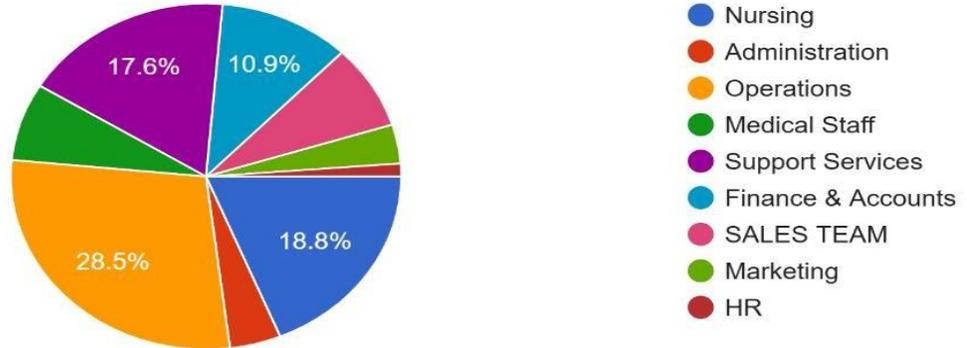
- Awareness & Participation: Over 90% of respondents were aware of activities like *Huddle Sessions*, *Town Halls*, and *MAC Cards*. Participation was slightly lower, with 70–75% reporting recent involvement in at least one activity.
- Perceived Effectiveness:
  - 80% rated *Huddle Sessions* and *Town Halls* as *Effective*.
  - *MAC Cards* and *E-Newsletters* were rated *Moderately Effective* by 60%.
- Motivational Impact:
  - Around 70% stated that engagement programs *greatly* or *somewhat improved* their motivation and performance.
  - *Reward & Recognition* was the most cited as motivating.
- Fairness of Rewards:
  - 85% *agreed* or *strongly agreed* that reward criteria were fair and transparent.
- Healthy Competition:
  - 88% *believed* R&R fosters healthy competition among employees.
- Supervisor Influence:

- Those *whose* supervisors “always” encouraged participation were 2x more likely to engage than others.
- HR Communication & Trust:
  - **90%** said HR communicates initiatives *often or always* in a timely way.

- 95% trust *HR* to handle concerns seriously.
- Suggestions:
  - Common suggestions included birthday celebrations, soft skills training, fitness sessions, and more recognition events.

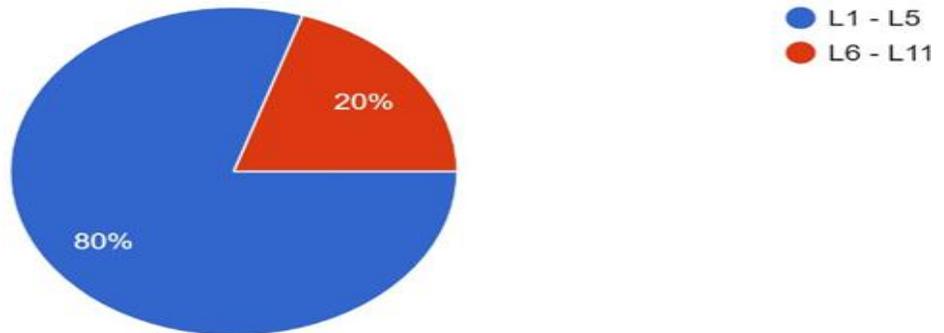
### Department

165 responses



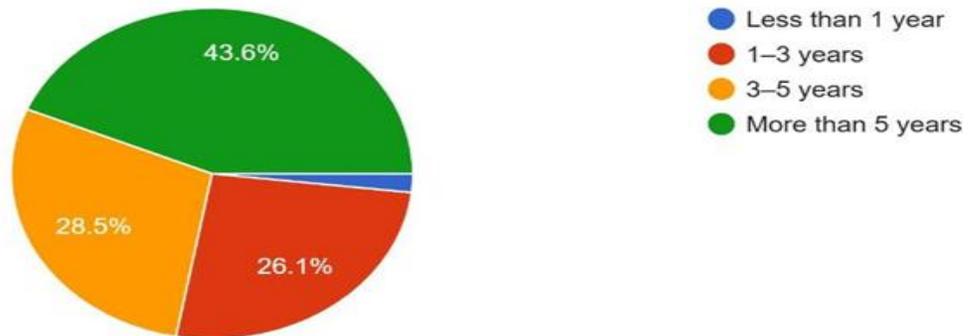
### Designation/Level

165 responses



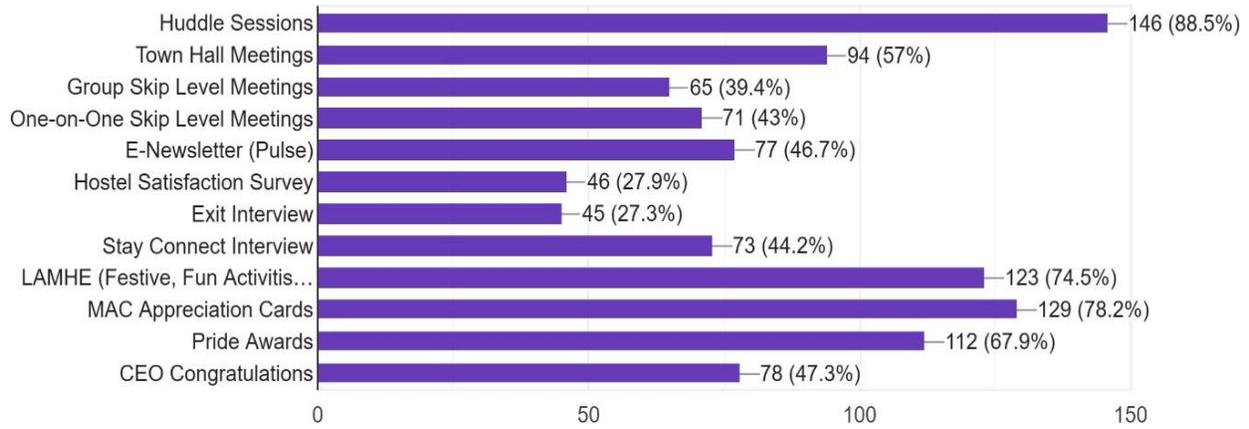
### Years of Experience in This Hospital

165 responses



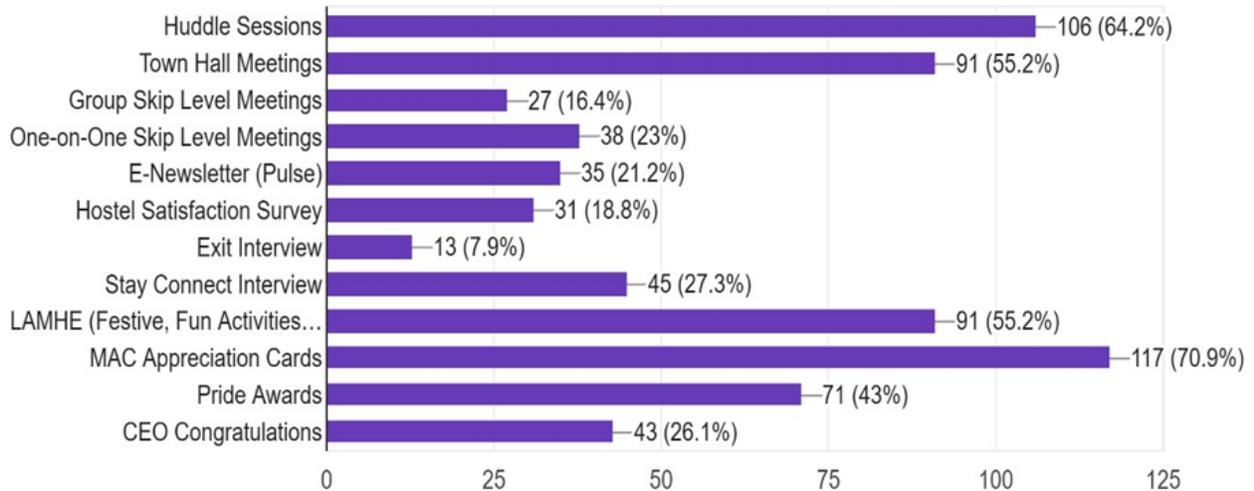
Which of the following HR activities are you aware of?

165 responses



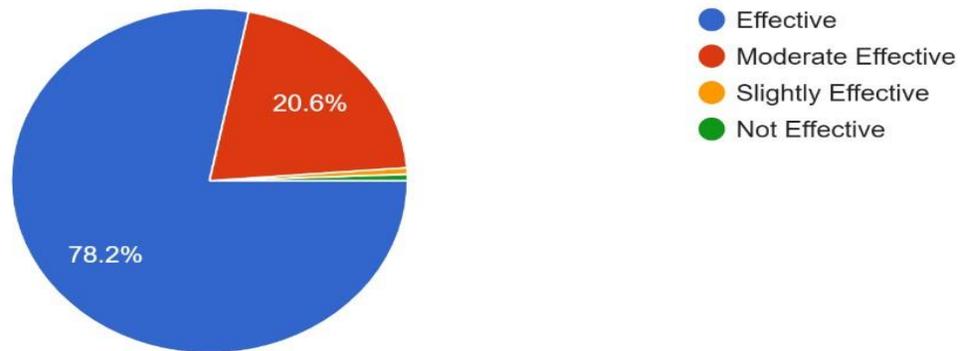
Which of the above activities have you participated in during the last 3 months?

165 responses



How effective do you think Group Skip Level Meeting is in engaging employees

165 responses



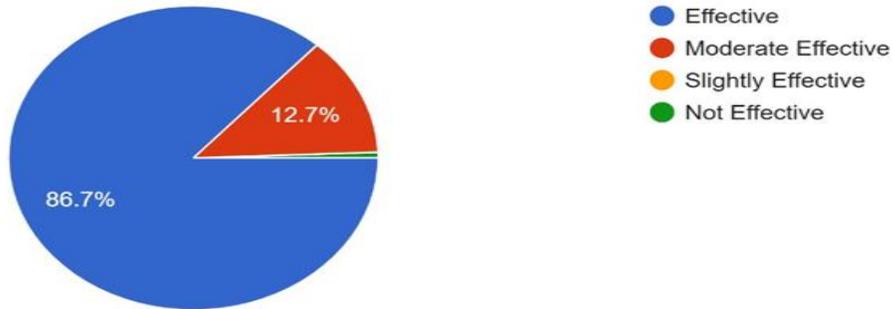
How effective do you think Town hall is in engaging employees

165 responses



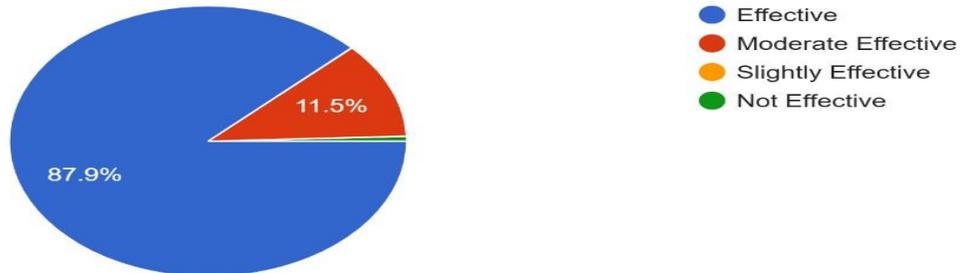
How effective do you think One on One skip Level Meeting is in engaging employees

165 responses



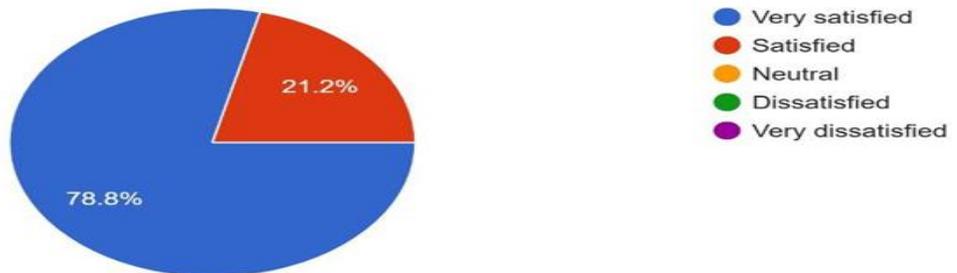
How effective do you think Huddle Sessions is in engaging employees

165 responses



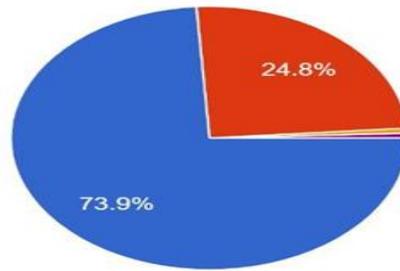
How satisfied are you with HR engagement activities overall?

165 responses



Do you feel recognized and motivated for your work?

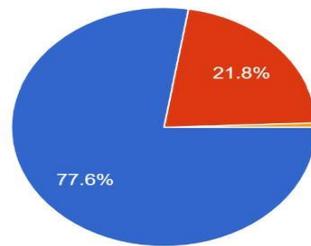
165 responses



- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Do you feel heard and valued in HR activities?

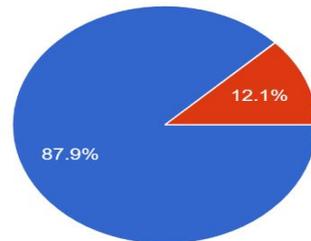
165 responses



- Always
- Sometimes
- Rarely
- Never

Have you noticed any change in team collaboration or morale after participating in HR activities?

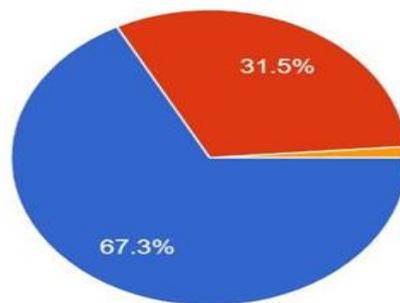
165 responses



- Significant improvement
- Slight improvement
- No change
- Decline
- Not Applicable

Do HR activities help reduce work-related stress or burnout in your opinion?

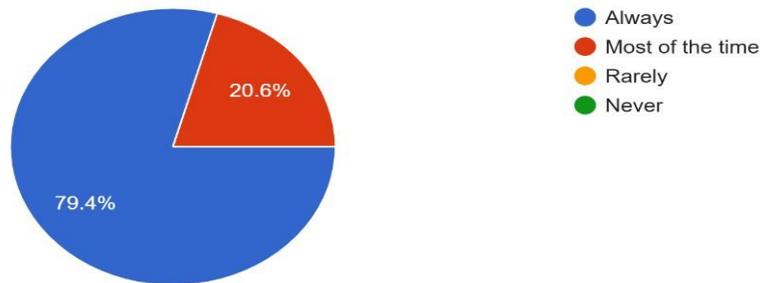
165 responses



- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

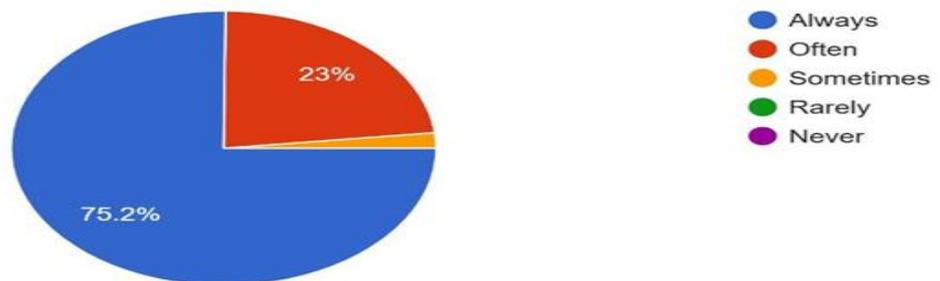
Do you feel safe and comfortable sharing your opinions in HR-led platforms (e.g., Huddles, Town Hall)?

165 responses



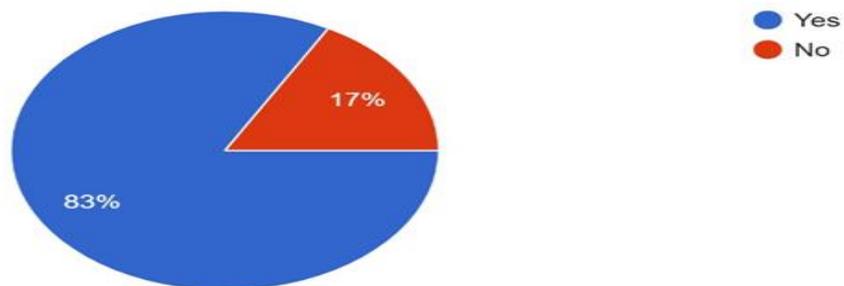
Are suggestions from employees taken seriously by management?

165 responses



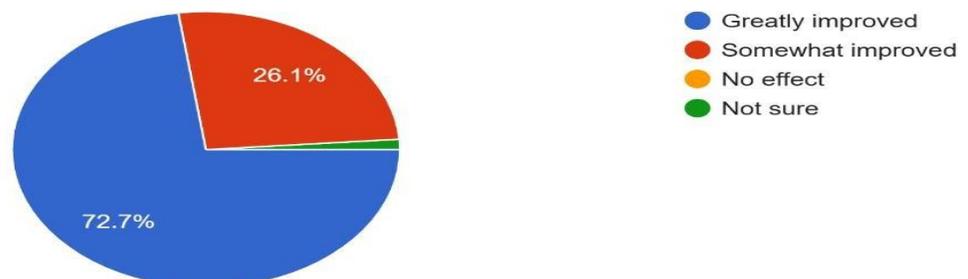
Have you ever received a reward or recognition (MAC, Pride, CEO Award)?

165 responses



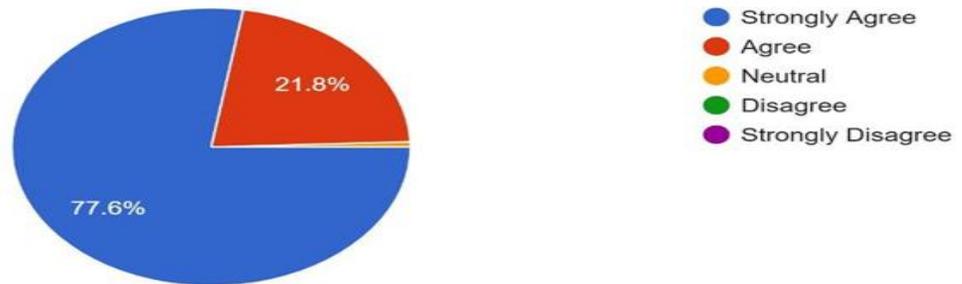
If yes, how did it affect your motivation and performance?

165 responses



Do you think the criteria for giving rewards are fair and transparent?

165 responses



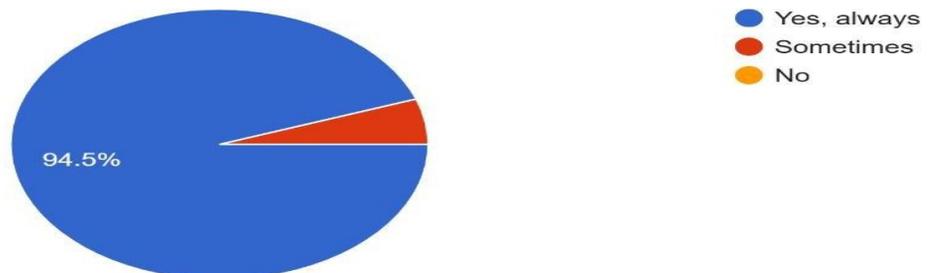
Do rewards and recognitions inspire healthy competition among employees?

165 responses



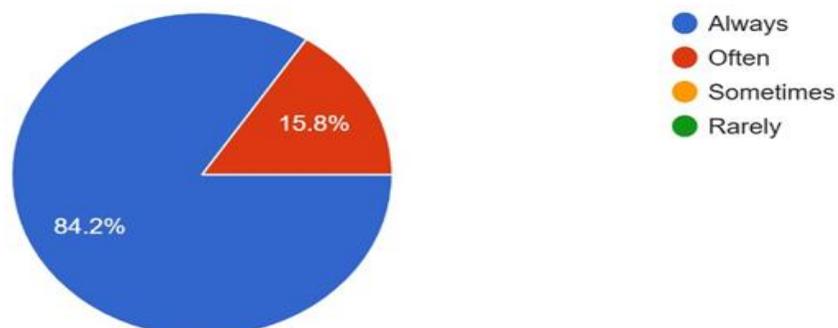
Does your immediate supervisor encourage participation in HR initiatives?

165 responses



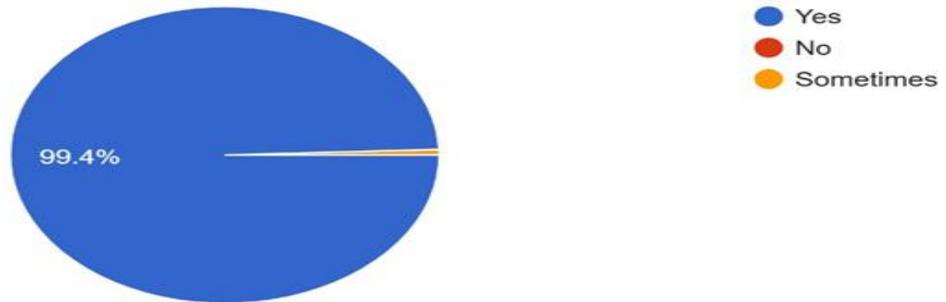
Are HR policies and engagement opportunities communicated clearly and timely?

165 responses



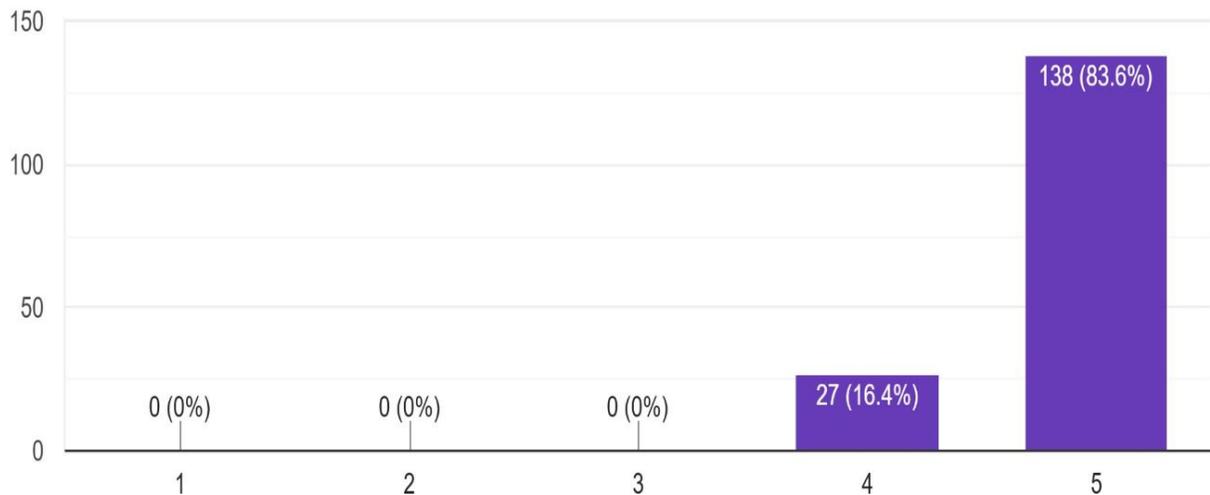
**Do you trust the HR department to take employee concerns seriously?**

165 responses



**Overall, how would you rate the hospital’s employee engagement efforts?**

165 responses



**VI. RECOMMENDATION**

Based on the survey findings, the following recommendations are proposed to enhance the effectiveness and reach of HR engagement activities:

1. **Strengthen Supervisor Involvement**  
Encourage immediate supervisors and department heads to actively promote and support participation in HR initiatives. Their involvement significantly boosts employee motivation and trust in the process.
2. **Diversify Engagement Programs**  
Introduce new and inclusive activities such as soft skills training, evening yoga sessions, wellness workshops, and celebration of personal milestones (e.g., birthdays, work anniversaries) to cater to a wider range of employee interests and needs.

3. **Increase Communication and Visibility**  
Improve internal communication channels to ensure all employees are promptly informed about upcoming events. Use digital tools like WhatsApp groups, emailers, posters, and screensavers for maximum reach.
4. **Enhance Reward & Recognition Transparency**  
While most employees agree the system is fair, it is important to make the criteria for awards and recognition more visible and consistent. Consider publishing success stories or criteria examples in internal newsletters.
5. **Monitor Participation Barriers**  
Identify common reasons for non-participation (such as shift timings or workload) and design flexible or department-specific engagement schedules to improve inclusiveness.

## 6. Introduce Feedback Loops

After major engagement events, seek quick feedback from employees to evaluate the success of the program and collect suggestions for future improvements.

## VII. CONCLUSION

The effectiveness of HR engagement activities plays a pivotal role in shaping employee experience, satisfaction, and organizational loyalty within healthcare institutions. This survey-based study conducted during the MHA internship period provides valuable insights into the awareness, participation, and perceived outcomes of various HR initiatives implemented in the hospital.

The findings indicate a generally positive perception among employees regarding HR engagement programs. Activities such as Huddle Sessions, Town Hall Meetings, and Group Cultural Events were not only widely recognized but also highly participated in. Furthermore, initiatives like MAC Appreciation Cards, E-Newsletters (Pulse), and Reward & Recognition (R&R) programs were reported to have a meaningful impact on employee morale and motivation.

A significant proportion of respondents noted that these activities led to either "somewhat improved" or "greatly improved" performance and engagement. Importantly, Reward & Recognition initiatives emerged as one of the most motivating factors, reinforcing the importance of timely appreciation and acknowledgment of employee efforts.

Another critical finding is the strong trust in the HR department, as reflected by the majority of employees who believed that HR takes employee concerns seriously. Moreover, clear and timely communication of HR policies and engagement opportunities was frequently affirmed, highlighting the department's effectiveness in outreach.

Despite these strengths, the survey also shed light on certain gaps. Not all employees consistently participate in engagement activities, indicating the presence of barriers such as time constraints, lack of relevance, or insufficient departmental encouragement. The role of supervisors and department heads was identified as a key enabler of participation, suggesting that HR must work more closely with line managers to cascade engagement strategies.

The suggestions offered by respondents — including ideas like birthday celebrations, wellness sessions, career development talks, and more frequent recognition opportunities

— reflect a strong interest in more personalized and diverse engagement formats. Employees also expressed a desire for improvements in areas such as reward transparency, career

growth opportunities, and more inclusive engagement formats, especially across different staff levels and departments.

This study confirms that HR engagement activities are not mere ceremonial practices but are directly linked to employee morale, interdepartmental collaboration, performance, and retention. Particularly in a hospital setting, where high-stress work environments prevail, effective engagement serves as a strategic tool for both organizational performance and staff well-being.

In conclusion, the HR department has laid a strong foundation for engagement, but there is a clear need to sustain, diversify, and personalize these efforts to meet the evolving needs of employees. With consistent feedback mechanisms, better integration of supervisors, and a culture of appreciation, HR engagement can evolve from periodic events to a continuous culture — making the hospital not just a workplace, but a cohesive and motivated community.

## VIII. REFERENCES & BIBLIOGRAPHY

1. Manipal Hospitals. (2025). *Employee Engagement Guidelines and HR Policy Manual*. Manipal Health Enterprises Pvt. Ltd. (Used as internal reference throughout the project for activity structure, implementation guidelines, and HR framework.)
2. Saks, A. M. (2006). *Antecedents and consequences of employee engagement*. *Journal of Managerial Psychology*, 21(7), 600–619. <https://doi.org/10.1108/02683940610690169>
3. Gallup. (2023). *State of the Global Workplace Report*. Gallup Inc. <https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx>
4. <https://www.kingsfund.org.uk/publications/employee-engagement-and-nhs-performance>

5. International Journal for Multidisciplinary Research (IJFMR). (2024). *A Study on Employee Engagement and Organizational Effectiveness*. Vol. 6, Issue 6.
6. Dabrai, R. (2025). *Impact of Employee Engagement on the Performance of Employee and Organization*. *Social Science Electronic Publishing*.  
<https://papers.ssrn.com/>

#### BIBLIOGRAPHY (APA FORMAT)

- [1] Gallup. (2023). State of the Global Workplace Report. Gallup Inc.
- [2] International Journal for Multidisciplinary Research. (2024). A Study on Employee Engagement: Role of Engagement in Organizational Success. IJFMR, Vol. 6(6).
- [3] Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724.
- [4] Manipal Hospitals. (2025). HR Activity Guidelines: MAC Cards, Town Halls, Huddle Sessions. Internal Policy Manual.
- [5] Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619.
- [6] West, M. A., & Dawson, J. F. (2012). Employee engagement and NHS performance. The King's Fund.